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RANDALL W. HARDY Principal

Randy Hardy provides strategic advice to utilities, wind/renewable generators, and other organizations in the current rapidly changing electricity environment. His experience has covered regulatory, legislative and transactional work, including thirteen years as CEO managing two large electric utilities – Seattle City Light and Bonneville Power Administration (BPA). He has dealt with the full range of challenges companies face in today's electricity markets, from dramatically downsizing formerly large workforces to developing flexible, innovative marketing strategies to resolving complex wind integration problems.

As CEO of BPA from 1991 to 1997, Mr. Hardy managed a \$2.4 billion public corporation which supplies 40 percent of all electricity and over 75 percent of the high voltage transmission in the Northwest. Mr. Hardy made significant cost and marketing changes to stabilize that agency's financial position during fierce wholesale competition. He also managed BPA's recovery from the August 1996 West Coast power outage. At Seattle, from 1984 to 1991, Mr. Hardy instituted a comprehensive productivity improvement program, negotiated natural resource issues for the successful relicensing of three major dams on the Skagit River, and arranged for an ownership interest in the third AC transmission line between the Northwest and California.

More recently, Mr. Hardy has assisted several Northwest wind generators with their transmission and marketing arrangements in the Northwest, as well as in resolving their integration challenges with BPA and other transmission providers.

From 1982 to 1984, Mr. Hardy served as the Executive Director of the Pacific Northwest Utilities Conference Committee (PNUCC), a long-range planning group for Northwest electric utilities and major industries. He held various positions with the Department of Energy, the Federal Energy Administration (FEA), and BPA from 1975 to 1982. In 1975-76, he was selected as a White House Fellow and served as a Special Assistant to the FEA Administrator.

Mr. Hardy is a 1966 graduate of the U.S. Naval Academy in Annapolis, Maryland. From 1966 to 1976, he was a naval officer, performing various shipboard and staff assignments worldwide. He received his Masters in Public Administration (MPA) from the University of Washington in 1972. Mr. Hardy is a former Chairman of the Electric Power Research Institute (EPRI), past President of the American Public Power Association (APPA), and previous Board Member of the Large Public Power Council (LPPC) and Washington Public Power Supply System (WPPSS).

Mr. Hardy and his wife, Jane Van Leuven, live with their son, Christopher, in Seattle, Washington.